



## **AGENDA**

### **Louisville Downtown Revitalization Team**

#### **Steering Committee Meeting**

**Thursday, March 4, 2021**

**1:00pm – 2:00pm via Zoom**

1. Committees (20 minutes) – Co-chairs Douglas Edwards & Mariah Gratz
  - Comments on committee descriptions
  - How to efficiently and effectively collect/organize data in committees
2. Downtown core services & budget information presentation (10 minutes) – Co-chiefs Rebecca Fleischaker & Jeff O'Brien
3. Diversity, equity & inclusion (15 minutes)
  - Align on diversity, equity & inclusion; integrate DEI across all committees with accountability & tangible actions for change - Co-chairs Douglas Edwards & Mariah Gratz
  - Racial Equity Toolkit presentation—Kendal Boyd, Esq., Chief of Equity
4. Final alignment on administrative actions (15 minutes) – All
  - Governance & structure (co-chairs, sponsors, steering, full team)
  - Meeting cadence between now and May
  - Agenda for the upcoming full Downtown Revitalization meeting

**Next Steering Committee meeting:** Thursday, March 18 at 1:00pm on Zoom

**Next full Downtown Revitalization Team meeting:** Monday, March 8 at 3pm on Zoom

## Downtown Revitalization Project February 2021

**Executive Sponsor(s):** Rebecca Fleischaker & Jeff O'Brien

**Project Manager:** Andrea Brown

**Executive Summary:** Downtown Louisville is in a state of decline with the COVID-19 pandemic forcing mass remote working and significant reductions in travel and tourism. Small businesses have been closed with the significantly reduced daytime population, and some are facing permanent closure. Combined with racial justice demonstrations through the summer and an increase in homelessness, these near-term challenges need to be addressed to revitalize downtown as vaccines are being administered to the population. An action plan needs to be developed so that downtown is ready to return to a place of gathering, commerce, and tourism space when COVID-19 cases steadily decline.

**Problem Statement:** In addition to business closures and commercial & retail vacancies due to COVID-19, downtown faces real and perceived issues of safety and unclean conditions, as well as not being welcoming to our entire community, particularly African Americans. Actions must be taken to address graffiti, litter, unwanted street behavior, and accessibility to encourage and position downtown for an increased number of residents, workers and visitors as the pandemic subsides.

**Goal Statement:** To create and execute an action plan to revitalize Downtown Louisville. Phase one will address the issues in the Problem Statement to be complete by 5/1/21. Subsequent phases to be defined including ongoing and new efforts to improve the state of downtown.

Current State, Assumptions and Constraints	Project Team Members
<p>Current State:</p> <ul style="list-style-type: none"> <li>• Low worker and visitor population due to pandemic</li> <li>• No events or other activities to generate positive momentum due to pandemic</li> <li>• Proliferation of graffiti, litter and unwanted street behavior</li> <li>• Loss of retail businesses</li> <li>• Expected lower business occupancy</li> <li>• Potential loss of downtown residents</li> </ul> <p>Assumptions:</p> <ul style="list-style-type: none"> <li>• Residents and businesses understand and will enthusiastically contribute to goal of a robust downtown</li> <li>• Community stakeholders will welcome linkages between new and existing efforts aimed at improving downtown and the surrounding neighborhoods</li> <li>• Not all businesses will return full workforce downtown</li> <li>• Visitors may be slow to return due to lingering effects of pandemic and perception of city in wake of racial justice demonstrations</li> <li>• Funding will be available to make certain improvements in the short-term and long-term (need to create a budget)</li> <li>• The project team will have access to all required resources and the authority to implement recommendations</li> </ul> <p>Constraints:</p> <ul style="list-style-type: none"> <li>• Success metrics not fully developed yet</li> <li>• Budget needs to be developed to see if adequate funding (public and private) is available</li> <li>• Continued pandemic conditions with unknown end</li> <li>• The project must align with Metro budgeting process (are funds available in current budget and/or new budget starting 7-1-21)</li> </ul>	<p>Louisville Forward Louisville Downtown Partnership Community Building LMPD Public Works</p>
<p><b>Success Measures:</b> Monthly report of KPIs related to completed and approved action plan; actions taken during project to beautify and improve downtown/implementation of Clean Collaborative; increased diversity, inclusion, and representation of the entire</p>	<p><b>Known Deliverables:</b> Downtown Revitalization Action Plan</p>

community in the downtown environment; find owners of any suggested longer-term strategies

**In Scope:** Project work to create and execute an action plan that LMG and others can own.

**Out of Scope:** Duplicative efforts and project work that focuses on long-term, visionary (beyond 9 month) actions.

**Timing and Budget:**  
Timeline Three (3) months

Budget – TBD

**Key Decision Makers:**  
Steering Committee, Rebecca Fleischaker, Jeff O'Brien, Rebecca Matheny, LLT

**Key Stakeholders:** LLT, Downtown Revitalization Team (Downtown stakeholder group)

#### Signatures with Dates

**Executive Sponsor:**

DocuSigned by:

Jeff O'Brien

Date: 2/19/2021

**Supervisor of Project Manager:**

DocuSigned by:

Rebecca Fleischaker

Date: 2/19/2021

**Project Manager:**

DocuSigned by:

Andrew...

Date: 2/19/2021

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## **Louisville Downtown Revitalization Team Committee Descriptions**

Anyone can join a Downtown Revitalization Team committee. Sign up for a committee here:

<https://docs.google.com/spreadsheets/d/1bRoGb50qt5XKMtoJt6LgVakWVLTnaff6hw6ohT7W5rc/edit?usp=sharing>

Team committees are overseen by a steering committee consisting of key leaders in business, government and nonprofit sectors, as well as community and neighborhood representatives. Co-chairs help to organize the work of the Team's committees along with project staff.

All participants will be trained on Louisville Metro Government's Racial Equity Toolkit, which will be used to ensure that the recommendations of the steering committee and Team's committees are focused on ensuring equitable outcomes, and to prevent the adoption of policies, strategies and systems that perpetuate racist, discriminatory or inequitable results and that fail to address the root causes of the economic and social injustice.

### **Committees**

1. **Tourism, Convention Center, Parks, Hotels & Museums**

This committee will focus on what can be done to support anchor institutions located in downtown Louisville. These anchors provide amenities that drive residents and tourists to the heart of the city for business and leisure and will help fuel Louisville's economic recovery.

2. **Marketing & Communications**

This committee will focus on developing and promoting messaging that will encourage Louisvillians from all walks of life to return to downtown and attract potential visitors. This committee will build upon existing messaging and determine new ways to spread positive, transformational messages about Louisville's recovery.

3. **Events: Art, Music & Sports**

This committee will consider how to leverage Louisville's existing arts, culture & sports scene as spring and summer approach and vaccine distribution reaches more and more residents. This committee will also develop innovative events that can contribute to a vibrant, engaging downtown environment.

4. **Commercial Occupiers (Office Tenants & Commercial Businesses)**

This committee will evaluate the state of commercial property located in downtown Louisville, including ways to support current office tenants, commercial businesses, and employees working downtown. This committee will determine ways to enhance the appeal of remaining downtown or locating downtown.

5. **Residential Occupiers (Residents)**

This committee will prioritize the perspectives of downtown residents and put forth strategies to support those living downtown, including uplifting the stories and insights of these residents as a way to increase the number of downtown residents and draw in more visitors.

6. **Retail & Restaurant Business**

This committee will assess current conditions for retail & restaurant owners and operators located downtown. This committee will prioritize the perspectives of these constituencies, their ongoing challenges, short-term wins, and opportunities for innovation.

DRAFT

## **DOWNTOWN CLEAN AND GREEN INVENTORY**

### **WHAT WE DO ANYWAY**

- SWMS – street sweeping 3 times a week, waste collection 7 times a week; daily “hot spot” litter collection and cleanups around homeless encampments. Enforcement of LMCO that pertains to garbage cart removal (annual budget of \$849,980)
- Codes & Regs – weekly downtown graffiti routes (2 staff and \$60,000, countywide)
- Public Works
  - repaving roads – \$435,600/mile
  - sidewalk repairs -
- Brightside – Spring Cleanup (\$\$)

### **NEW AND COMPLETE**

New MOA between Metro and LDP for cleaning (almost completed)

Completed repainting of 436 crosswalk signals and light poles (\$33,000)

Rob Lush – new staff hired dedicated to oversee Clean Collaborative effort (\$salary)

### **NEW AND ONGOING**

Friends of Downtown regular virtual meetings

Downtown Strong and Lou Needs You media campaigns

Homelessness

1. New Division of Homeless Services in Metro – hiring a program manager and 3 coordinators, one of which is dedicated to Downtown (\$salary)
2. Strategic partnering with St. John’s for outreach team
3. LMPD hiring 2 individuals for downtown and working with outreach teams
4. Use of app for outreach teams to send information to Public Works while in the field
5. Metro building system for new Downtown Task Force to focus on Homelessness (won’t occur until coordinator is hired)

### **CLEAN COLLABORATIVE**

Hired manager (Rob Lush)

\$100,000 for enhanced cleaning to include the BID and slightly expanded area

- New Madvac for sidewalk and parking lot cleaning
- LDP will hire additional staff

Additional cleaning of expressways and ramps downtown and across county

Increased staff toward graffiti abatement and enforcement (~1/5 of graffiti calls in downtown)

### **ACTIVITIES TO DO**

Designate priority areas?

Use PW Inventory of downtown assets

- Additional repainting of crosswalk signals and light poles (\$7,000/area)
  - New street name signs (\$188/sign)

- Repair and replace streetlights (\$4,000/light)
  - + additional lighting/utilities

### **NEW IDEAS**

Additional trees

Grant program – graffiti removal (contractor estimates)

### **Background on City-LDP MOA**

MOA – City owns newspaper corrals (\$1,000), benches (\$1,500), trashcans (\$878), bikeracks (\$400) –

LDMD maintains

- Public Works – Electrical – crosswalks signals and lights
- Division of Community Forestry – Trees – City pays for them, plants them, replacing dead or empty wells (inventory?) (\$600/tree – purchase and planting)

LDP

- own and maintain pedestrian wayfinding; maintain bike racks
- water trees

# Racial Equity Tool – Worksheet

## Purpose:

In 2015, the Racial Equity tool was recommended from Louisville’s Healing Possible Quorum (HPQ100) in order to end individual, institutional and structural racism. The tool is considered a national best practice to advance racial equity. Louisville Metro Government is committed to advancing racial equity and is using this tool to address institutional racism. The tool outlines a process that enables leadership, cross-functional teams, departments, and employees to review policies, initiatives, programs, budget issues, and other decisions which impact Louisville Metro operations with a racial equity lens. By analyzing changes or new ideas, this tool will help mitigate unintended consequences and help advance racial equity.

*This tool is updated from the one proposed by HPQ100 in 2015 to simplify and reflect advances in equity best practice. This Instrument is based on the “Racial Equity Impact Assessment Guide” model developed Terry Keleher (2009) Applied Research Center ([www.arc.org](http://www.arc.org)) as reproduced by Race Forward, The Center for Racial Justice Innovation, as well as the Racial Equity Toolkits developed by Seattle Race and Social Justice Initiative and the Government Alliance on Race and Equity.*

## When to use:

Apply the tool as early as possible. Apply before decisions have been made, so that the tool can help shape proposals and mitigate any unintended consequences.

## How it works:

Gather key stakeholders to begin the assessment, realizing that you will likely need to gather input from those outside the initial group as you go through the process. Make sure to be inclusive; the tool is meant to be completed by individuals with different racial perspectives. The tool can be iterative, meaning that as steps are completed, additional information may surface that necessitates revisiting previous steps.

There are six general steps in the tool. Questions are provided that help provoke thought and deeper analysis in each step.





# Racial Equity Tool – Worksheet

**Proposal Title:** \_\_\_\_\_

**Department:** \_\_\_\_\_

**Point of Contact:** \_\_\_\_\_

**Description:**

## Type of Proposal:

- ☐ **Policy** – Policies are a set of principles, rules or guidelines. A policy can be department or enterprise level. It also includes any changes to local ordinance, state regulations and statutes.
- ☐ **Initiative/Project** – Initiatives and projects are defined by having a set end point. They either result in the creation of something new (such as a new building or awareness campaign) or are intended to change an existing process or program (such as changes to daily operations).
- ☐ **Program** – Programs are ongoing, related activities intended to create a long-term impact.
- ☐ **Budget issue** – Budget issues are any potential changes to the budget, whether expansions or reductions.

## Step 1: Set a Vision and Outcomes

- Here you imagine how the proposal you are reviewing would advance racial equity. It is important to vision what you would like to see happen as it might lead to the realization that the proposal you are examining is not helping you to achieve these outcomes, or that there are other solutions that might be a better fit. This stage makes it more explicit how the proposal is having an impact on racial equity. You also set measures that will let you know if the outcomes you are interested in are achieved.

## Key questions:

**Describe your vision for how the proposal being examined will impact racial equity:**

**What are the most important racial equity outcomes you are hoping to see as a result of this proposal?**

**What external equity area(s) will the proposal primarily impact?**

- ☐ Income & Employment
- ☐ Housing
- ☐ Environmental Quality
- ☐ Education
- ☐ Transportation
- ☐ Health & Wellness
- ☐ Parks & Physical Activity
- ☐ Community Safety
- ☐ Criminal Justice

**What internal opportunity area(s) will the proposal primarily impact?**

- ☐ Contracting Equity
- ☐ Workforce Equity
- ☐ Community engagement
- ☐ Other: \_\_\_\_\_

**Step 2: Involve Stakeholders and Gather Data**

- Stakeholders are those who are impacted by or interested in the proposal you are examining. It is important to gather stakeholder input and recommendations, as others may have additional perspectives on how the proposal will benefit or burden various communities. Examples include residents, frontline staff, community organizations, and more.
- Gather data from existing sources such as the US Census Bureau, your department data, etc. and, if need be, gather new data through surveys or focus groups. This data should also help determine the benefits and burdens on communities through a racial equity lens.

**Key questions:**

**Does the proposal prioritize specific neighborhoods or geographic areas?**

- ☐ **No** – It applies broadly to all of Jefferson County
- ☐ **Yes** – Our proposal will impact the following zip codes or neighborhoods: \_\_\_\_\_

**What are the demographics of those living in the area or impacted by the proposal? Consider race, income-level, disability, gender, and more.**

**How have you gathered community member and other stakeholder input on the impact of the proposal?** *How have you involved stakeholders in the development of the proposal? Have those who have been most adversely impacted by the inequity been informed, meaningfully involved, and authentically represented? Who is missing, and how can they be engaged? What staff research have you relied upon?*

**What factors may be producing and perpetuating racial inequities associated with this proposal?**

*What quantitative and qualitative evidence of inequity exists? What is the historical context of these inequities? What evidence is missing or needed? Are the inequities expanding or narrowing? Does the proposal address the root causes of inequities? If not, how could it?*

**Will this proposal reinforce inequitable patterns of advantage or disadvantage?**

*Consider racial equity using an intersectional lens to examine class, disability, gender, etc. Are there patterns of who benefits/profits from this proposal? Do those patterns reinforce patterns of inequity?*

### **Step 3: Determine Benefit and/or Burden**

- Analyze the input and data gathered in step 2 to determine how the proposal being examined will either benefit or burden communities. Think through how the proposal will advance or hinder the racial equity vision identified in step 1.

#### ***Key questions:***

**What adverse impacts or unintended consequences could result from this proposal? What positive impacts on equity and inclusion, if any, could result from this proposal?**

*Consider racial equity using an intersectional lens. Which racial/ethnic groups could be positively or negatively affected? How will the proposal increase or decrease racial equity? Are the impacts aligned with community outcomes defined in step 1?*

**Are the solutions being proposed transactional or transformational? If transactional, what are the ways this opportunity is being leveraged towards transformational work?**

### **Step 4: Advance Opportunity or Minimize Harm**

- Based on the potential consequences identified in step 3, review how negative consequences could be minimized, and positive consequences could be increased.

**Key questions:**

**How will you address the impacts (positive, negative, unintended) on racial equity?**

*Are there better ways to reduce racial disparities and advance racial equity? If there are negative impacts, what changes should occur to ensure positive impacts on racial equity? If there are negative impacts and no changes can be made, what is the rationale for continuing the proposal?*

**What strategies address immediate impacts? What strategies address root causes and inequitable power dynamics identified in step 2? How will you partner with stakeholders to create long-term change?**

**Step 5: Evaluate, Communicate and Be Accountable**

- This step helps track your proposal over time and examine the impacts. Review the metrics defined in step 1 to ensure they are how you will evaluate your proposal.

**Key questions:**

**What are the success indicators and progress benchmarks?**

*How will impacts be documented and evaluated? How will ongoing stakeholder engagement be assessed?*

**What are the plans to ensure ongoing data collection, public reporting, stakeholder participation and public accountability?**

**Step 6: Report Back**

- Share information learned from the analysis and any unresolved issues with Louisville Metro's Office of Equity and department leadership. Report back on continued data collection and stakeholder engagement progress.

# LOUISVILLE

LIVE. WORK. CREATE. INNOVATE.





An aerial photograph of Louisville, Kentucky, featuring the city skyline and several bridges over the Ohio River. The image is overlaid with a semi-transparent blue filter. The text 'LOUISVILLE' is written in large, light blue, sans-serif capital letters across the bottom of the image.

# DOWNTOWN REVITALIZATION TEAM Steering Committee

March 4, 2021

# Preliminary Committee Descriptions

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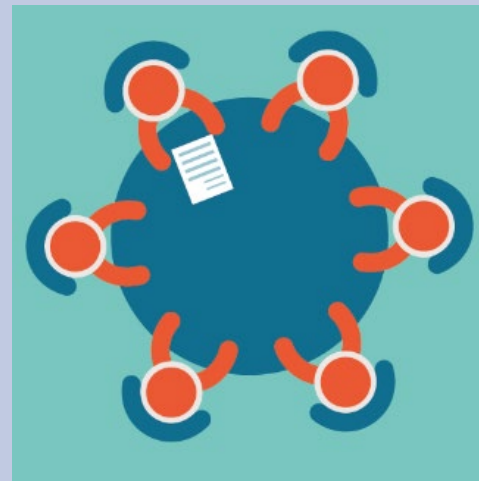
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# Committee Data Organization & Collection

## First 1-2 committee meetings

- Determine SMART goals for the next 30, 60, 90 days
- Determine what resources are needed to meet committee goals (time, talent, treasure, data, etc.)
- How is the committee addressing DE&I within goals?
- High priority long-term issues beyond 180 days (parking lot) that need to find a home



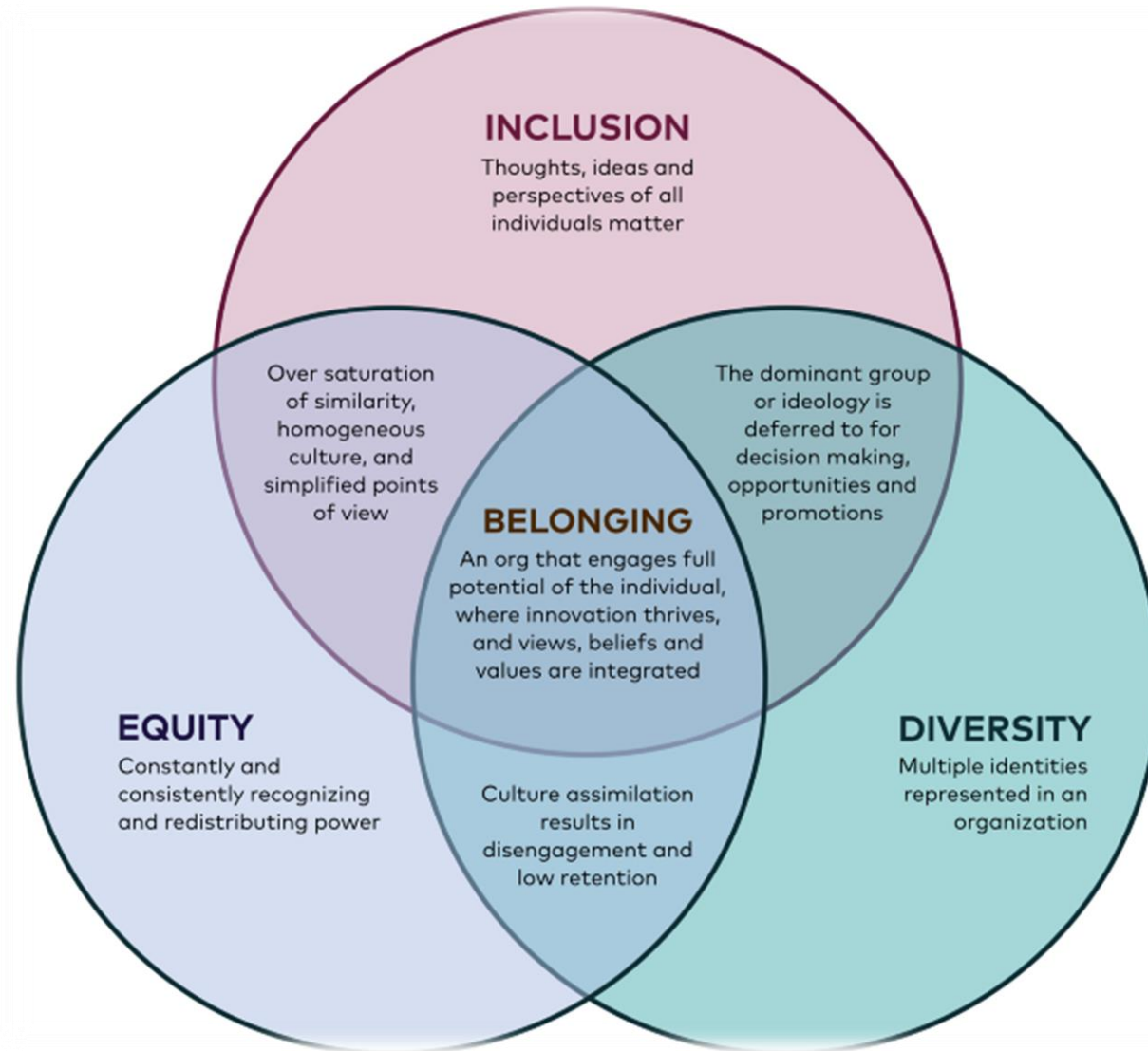
# Committee Data Organization & Collection

## Report outs

- Committee chairs responsible for scheduling meetings with assistance from committee staff volunteer
- Committees report back to the Steering Committee every 2 weeks during Steering Committee's regularly scheduled meetings
- Report outs may be staggered, only 3 committees report out at each Steering Committee meeting



# Diversity, Equity & Inclusion – Across Committees



# Racial Equity Toolkit

Chief of Equity – Kendall Boyd, Esq.



**1**

## **Set a Vision and Outcomes**

Determine the ways that the proposal is meant to advance racial equity and define key community outcomes for racial equity.

**2**

## **Involve Stakeholders and Gather Data**

Gather information from community and staff on how the proposal benefits or burdens the community in terms of racial equity.

**3**

## **Determine Benefit and/or Burden**

Utilize stakeholder input and data to inform the analysis of how the proposal impacts and aligns with key community outcomes for racial equity identified earlier.

**4**

## **Advance Opportunity or Minimize Harm**

Develop strategies to advance racial equity or minimize unintended consequences.

**5**

## **Evaluate, Communicate and Be Accountable**

Track outcomes for communities of color over time. Continue to communicate with and involve stakeholders. Document unresolved issues.

**6**

## **Report Back**

Share information learned from the analysis and any unresolved issues with Louisville Metro's Office of Equity and department leadership.



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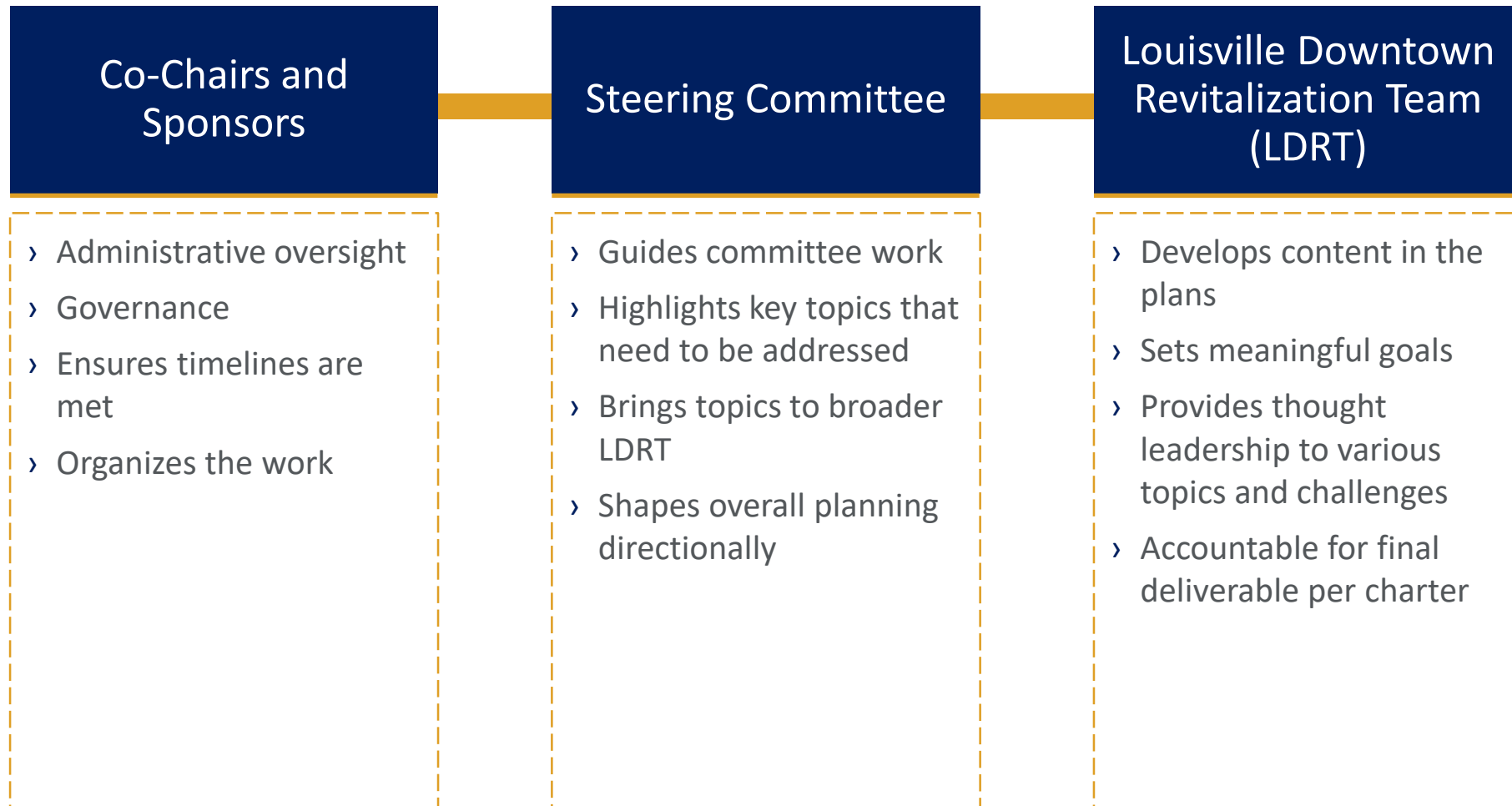
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# Structuring ourselves for success



# DOWNTOWN STRONG

